E/CONF.39/B/75
23 Nov.1962
ORIGINAL : ENGLISH

UNITED NATIONS CONFERENCE
ON THE APPLICATION OF SCIENCE AND TECHNOLOGY
FOR THE BENEFIT OF THE LESS DEVELOPED AREAS

Agenda Item: B. 3

Ghana

TRAINING FOR MANAGEMENT : "A CO-ORDINATED NATIONAL MANAGEMENT DEVELOPMENT PROGRAM"

By George SOLOYANIS,
Training Specialist,
Manpower Unit Office
of the Planning Commission,
Ghana Government, Accra

Papers have been contributed to the United Nations Conference on the Application of Science and Technology for the Benefit of the Less Developed Areas as working papers for that Conference. They are published as presented by the contributors, and the contents and the views expressed are those of the contributors. (See notes overleaf.)

NOTES

1. Papers selected for inclusion in General Sessions will be available at the Conference in the following official languages of the United Nations: English, French, Russian and Spanish.

2. Papers selected for inclusion in Specialized Sessions will be available at the Conference in only one of the above official languages.

3. Summaries of all papers, as submitted by contributors, will be available at the Conference in the following official languages of the United Nations: English, French, Russian and Spanish.

4. Papers and summaries will not be available for general distribution in advance of the Conference. They will be published in advance in limited quantities only for the use of delegations of participating governments and of other authorized participants. Post-Conference publication and general distribution of the Conference Proceedings will follow United Nations practices as laid down by the United Nations Publications Board.

TRAINING FOR MANAGEMENT

"A co-ordinated national management development program"

Prepared by: George Soloyanis, Training Specialist, Manpower Unit
Office of the Planning Commission,
Ghana Government, Accra.

The importance of trained managerial personnel and a program for management development has been recognised in Ghana by many segments of the economy. Initially there were simultaneous efforts without much co-ordination but by 1962 there is a considerable amount of unified and controlled effort. Many agencies using the services of specialists over a wide range of administrative and executive practice, and using the leadership of the current pool of managers, have made progress towards the "institutionalization" of management training in Ghana.

2. In contrast to West African, the more mature economies can provide pools of individuals most appropriate and most apt for the training and polishing process which is management development whenever managers are needed. There is a broad educational and experiential base in the population for whom technology is not separated from ordinary living, where progress is rapidly communicated, where the implications of developing technologies are easily grasped, and above all, where the public expectation is one of change and improvement. In West Africa this background and broad support is missing, except for a growing and educated minority and as a consequence of the lack of attitudinal readiness and comprehension, management development programs perse can be mounted for only a relatively few and can in and of themselves only be successful in the short run. Management development must be planned in depth, and it must be supported by programs' calculated to strengthen many activities which are auxiliary to good management.

3. What appears in other societies to happen easily and naturally, that is, the acceptance of management as a way of thinking and of organising behaviour, is based on the accumulated industrial wisdom of hundreds of years, as this wisdom has become incorporated into the very values of society and expressed by its institutions. What has been developing for so long elsewhere must be planned and programmed in Africa if this area is to share readily in technological progress. What must be scheduled are not only management training courses, productivity centres, and other well-proven schemes, but concomitant steps must be taken to introduce and to make viable the indirect supports to management, the institutions which supply tools to management, such as basic training in business and office skills,

and through the establishment of various professional organizations which can share the responsibility for leadership and training, such as management associations.

4. A multifocal approach which utilizes the services of specialists over the gamut of administrative and executive practice, which becomes established at many points in the West African social, economic, educational and cultural structure, which utilizes the current pool of managers in positions of leadership in the development of the management profession, and which therefore results in the "institutionalization" of management development practice in the West African culture has been launched in Ghana. In creating a movement which takes on indigenous characteristics and which becomes self-sustaining, many agencies have a role: the Ghanaian colleges and universities, private foundations, United Nations programs, the Ghana Government itself, the technical schools, various expatriate trading companies, and technical assistance programs.

5. The rapid progress of Ghana itself has posed problems for the development of managers. The Ghanaianization of the government ministries and the expatriate trading companies, the increasing need for talented persons to enter the teaching professions, the drain of ambitious bright young men to long-term overseas training, all make heavy demands on what is a relatively small group of persons in managerial capacities or with readiness to become managers. People move up rapidly often without sufficient seasoning, thus also increasing the need for up-grading training programs. This chronic shortage is further complicated by the fact of inefficient utilization of the skills of lower-level Ghanaian workers which results in relatively low output per worker. A circular problem is generated, a scarcity of managerial skill is spread too thin to be able to plan well enough, to supervise adequately, to promote training, in general, to upgrade labour, which in turn restricts the natural development of new additions to the managerial pool. The time of management is taken up with day to day decisions leaving little time or energy to allocate to professional enhancement programs.

6. Government action is needed and one of the first steps taken by the Ghana Government was a Survey of High-Level Manpower undertaken in 1960. This was designed to define the managerial problem by counting and classifying the current human resources available, and then to make recommendations for the conservation and proliferation of management skills in view of the essentially political decisions to embark on an economic scheme of rapid and diversified industrialization.

7. The Survey is now a standard feature of Government and it operates to define the manpower needs of Ghana in general terms, and to reflect changes in needs for training as the economy changes. An important result of the first Survey was a series of recommendations which serves as a co-ordinating point against which to evaluate the adequacy of measures taken and the utility of new programs. Among the recommendations were the following:

"That a Manpower Bureau be established to recommend policies and programmes for development of manpower and to co-ordinate all activities of the Government relating to high-level manpower".

"That a nationwide training programme be undertaken to prepare Ghanaians for administrative and management positions".

"That systematic and continuing programmes be undertaken to build a corps of trained Ghanaian supervisors and to expand on-the-job training, including apprenticeship."

"That a programme of aptitude and achievement tests be developed to select those talented for specialized training in managerial, technical and skilled occupations".

Programs related to these recommendations are in operation or are being implemented.

8. The Manpower Bureau has been established and is in operation with a Ghanaian staff supplemented by additional advisory personnel supplied by the Ford Foundation. This Bureau, working under the State Planning Commission, is an advisory rather than an operating agency, and it has functioned to collect data, to co-ordinate knowledge, to formulate plans and recommend the steps needed to solve various managerial problems. The Bureau maintains close working relationships with other Ghanaian governmental bodies, with university faculties, with colleges, with private industry, and with professional associations. Located in the Planning Commission, its procedures can be sensitive to the changing economic procedure, and in turn, its recommendations are quickly communicable to other planning and operating bodies.

9. In addition to the stimulation of data-gathering surveys which are now well on the way to becoming standard procedures on a regular basis, the Manpower Bureau has demonstrated the effects of direct management courses for senior government officials. There was a two-hour, daily course which ran for four months and was attended by 70 top civil servants. One of the purposes was to create a demand for such training within Government. Follow-ups to such a course, and other courses, are being developed for others within Government to teach, and for other agencies and institutions to offer. In terms of increased demand and increased spread of responsibility for the conduct of such courses, this endeavour has been signally successful.

10. In addition to its advisory function to Government, the Manpower Bureau has recently completed a three months survey of technical and vocational training in the country using a team sent by the Ford Foundation. This will provide a realistic basis for the optimum development of personnel auxiliary to management.

11. Through an additional grant from the Ford Foundation, personnel of the Manpower Bureau have completed four managerial training films. These films portray Ghanaian management problems, are filmed on the local scene, and use Ghanaian actors. These films, which are only the initial films in a series, have been tried out and hold much promise as new and appropriate training material in management programs.

12. Other courses were also directly offered in the areas of supervisory training and basic management training. These courses have also been taken over by others and indeed have expanded. Teaching materials are now being accumulated, case materials adapted to the Ghanaian scene, and a syllabus, are important products of these courses.

13. An experimental human-relations-in-management workshop for 40 top managers drawn from industry as well as government was held for three days to test this kind of contribution. Its initial success led to three one week-long residential courses in 1962 attended by 120 top managers. These workshops stressed personnel development rather than professional content, and were successful far beyond the expectations of the Manpower Bureau. Many of the basic psychological insights gained are to be reinforced as the result of requests by attending managers for follow-up programs within their own organizations later this year.

14. These management workshops were planned and staffed by a large group of interested agencies: universities, colleges, commercial firms, and governmental departments. Support, staff, participants, and other tangible contributions were generously contributed. One of the success of these workshops came from this fact of collaboration between agencies, and from the management leadership stimulated by this collaboration. One can see direct effects of these workshops in turns of new associations and further courses which have come into being.

15. Another kind of activity has been the nourishment of the Ghana Association for the Advancement of Management. This is the first such professional organization with which managers could identify, and through which the cause of management development could be furthered. There are now over 100 members representing both private industry and government; it is a dues collecting, program giving, paper publishing, alert organisation. A small annual grant from the Ford Foundation has helped it over the first years to become its present vigorous self. Among its activities was a three day conference for 125 managers on the subject of Productivity. This was planned under the auspicies of the Management Association and it succeeded at Achimota where it was held. Aside from the timely content of the course, and the gathering of so many managers together to exchange ideas, through the Management Association, the academic world has entered the field of management development.

16. The Management Association, through its sponsorship of regular courses in management, has enlisted the University at Legon in the design and conduct of such courses, illustrating the principle again of enlarging the basis for leadership in the filed, and getting the procedures institutionalized. The Association conducts monthly management seminars open to its members; these are of the presentation discussion type and serve to present timely topics to the members as well as to permit them to explore areas of concern to them.

17. A similar effort is being made by the members of the Manpower Bureau to create an organisation for training directors, following the pattern so successful for the Management Association. This newly formed group has 60 training directors and is scheduling monthly sessions on training techniques, methods and materials. This organization recently designed and held a successful week-long residential course for its members. The training directors have now been invited to affiliate with the Ghana Association for the Advancement of Management, thus broadening the base of both groups.

18. A weekly training film screening is held at which two new films are screened for interested training directors. Film are selected and distributed for use by individual establishments after each showing by the Manpower Bureau. The intention is to demonstrate the utility of films and to establish a training and management film library.

19. The Manpower Bureau continues to offer its services in the assistance of individual establishments to develop training plans and in the improvement of training methods. Demands for this service are increasing.

20. The Manpower Bureau has invited the American Institute for Research which is developing aptitude and achievement tests in Nigeria to extend its work to Ghana. In June of 1962 this program was instituted and it will seek to validate and extend the test procedure already developed in other parts of Africa to Ghana. The intensive training for several Ghanaians as test administrators, test developers, and test interpreters, which will be one consequence of this program, should serve as a powerful tool to Ghanaian management. Four Ghanaian students are now in the U.S.A. under grants from USAID/Ghana where they shall study personnel selection and test development for twelve months. Upon their return they shall fill key spots in the Productivity Centre, the Manpower Bureau, and in the Ministries.

21. Ghana Government Cabinet approval has been secured for the establishment of a Productivity Centre. It is expected that the Ghana Government, the Ford Foundation, USAID/Ghana and the International Labour Organisation will co-operate in financing and staffing the Centre. Education, consultation, experimentation, training, and fact finding will be key features, and, especially important, and Centre is expected to give a focus to many managerial training and consultative activities.

22, In line with its stimulative and promotional functions, the Manpower Bureau has approached a U.S. university with a proposal that they provide a complete management training centre in Ghana. Other negotiations are under way for the establishment of an adult downtown centre to provide basic training in business skills, language skills, in short to provide training for the personnel necessary for effective management.

23. One must mention the Institute of Public Administration, a joint Ghana - U.N. program. Forty graduates are trained each year for subsequent careers in governmental agencies. On the advisory council of the Institute are representatives from many governmental agencies and educational institutions so as to provide multiple contacts with the rest of the management community.

24. In summary, the firm establishment of a national management association, and the experimental and demonstrational programs of the Manpower Bureau appear to have launched several programs which will be self-sustaining and growing and which are expected to increase the managerial manpower pool according to local direction. It is believed the soundest approach to develop new managers out of the local community which is itself providing the primary leadership and stimulation. The outside consultants have therefore maintained roles as guides and as innovators; it is necessary and sufficient that local managerial talent carry on from that point. The evidence is that it can, and that it has.

1822 E - Nov. 1962 - 1,600